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Crummer Graduate School of Business Minutes and  
Reports

Faculty Minutes and Reports

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9-17-2012

# Minutes, Crummer Graduate School of Business Faculty Meeting, Monday, September 17, 2012

Crummer Graduate School of Business Faculty  
*Rollins College*

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**Roy E. Crummer Graduate School of Business  
Rollins College  
Faculty Meeting Agenda  
Room 108 at 1:30pm**

**September 17, 2012**

|                                                             |                            |
|-------------------------------------------------------------|----------------------------|
| <b>Welcome.....</b>                                         | <b>Craig McAllaster</b>    |
| <b>Approval of Minutes.....</b>                             | <b>Craig McAllaster</b>    |
| <b>Update on Global Links.....</b>                          | <b>Mary Conway Dato-on</b> |
| <b>Rollins Change Maker Designation.....</b>                | <b>Mary Conway Dato-on</b> |
| <b>Blackboard Template .....</b>                            | <b>Clay Singleton</b>      |
| <b>New Faculty Librarian .....</b>                          | <b>Craig McAllaster</b>    |
| <b>Master of Science in Entrepreneurship Proposal.....</b>  | <b>Mike Bowers</b>         |
| <b>Master of Science in Management Proposal .....</b>       | <b>Jim Johnson</b>         |
| <b>Executive Doctorate in Business Administration .....</b> | <b>Greg Marshall</b>       |
| <b>Other Business.....</b>                                  | <b>Craig McAllaster</b>    |
| <b>Adjournment.....</b>                                     | <b>Craig McAllaster</b>    |

**Next Faculty Meeting  
Tuesday October 16<sup>th</sup>  
1:30pm – 3:00pm  
Room 208**

**Faculty meeting schedule**

|               |                     |                 |
|---------------|---------------------|-----------------|
| <b>Oct 16</b> | <b>1:30 – 3:00</b>  | <b>Room 208</b> |
| <b>Nov 27</b> | <b>1:30 – 3:00</b>  | <b>Room 208</b> |
| <b>Dec 17</b> | <b>10:30 – Noon</b> | <b>Room 108</b> |
| <b>Jan 15</b> | <b>1:30 – 3:00</b>  | <b>Room 108</b> |
| <b>Feb 18</b> | <b>1:30 – 3:00</b>  | <b>Room 108</b> |
| <b>Mar 19</b> | <b>1:30 – 3:00</b>  | <b>Room 108</b> |
| <b>Apr 15</b> | <b>1:30 – 3:00</b>  | <b>Room 108</b> |

**Faculty Meeting – Room 108  
September 17, 2012**

**Crummer Faculty and Staff Present:**

Alice Argeros, Jackie Brito, Pam Clark, Cari Coats, Steve Gauthier, Susan Haugen, Vanessa Kannemeyer, Cheryl Mall, Craig McAllaster, Dawn Nagy, Mike Bowers, Sam Certo, Mary Conway Dato-on, Ralph Drtina, Jule Gassenheimer, Jim Gilbert, Bill Grimm, Jim Johnson, Mark Johnston, Allen Kupetz, Kyle Meyer, Ron Piccolo, Bob Prescott, Jane Reimers, Bill Seyfried, Clay Singleton, Keith Whittingham

**Welcome.....**Craig McAllaster

**Review/Approval of Minutes.....**Craig McAllaster

**Update on Global Links .....**Mary Conway Dato-on  
Amel Al-Charaakh will continue to audit classes this term. She will be taking classes with Mike Bowers, Sam Certo, Bob Prescott, Henrique Correa and Susan Bach. Her program will end in January 2012. There will be a closing ceremony and a certificate for classes she has taken. During phase 2 of the program some students will visit from her school. Women for women international will work with Amel to improve business skills from what she has learned this year. Also the dean of Amel's school in Babylon will visit at the end of October for 10 days. Details on these events will be announced soon.

**Rollins Change Maker Designation .....**Mary Conway Dato-on  
The SESE initiative has led to the ASHOKA designation as a Change Maker Campus. Sixteen other colleges have been designated as Change Maker Campuses. Crummer has been instrumental in making this designation possible.

**Blackboard Template .....**Clay Singleton  
We need a common interface for the students. Chris, along with a faculty committee needs to meet to make this happen for the January start of classes.

**Master of Science in Entrepreneurship Proposal .....**Mike Bowers  
Please see attached PowerPoint for description of proposed program.  
After the presentation the Faculty voted to move ahead with the program planning 14 to 1

**Master of Science in Management Proposal.....**Jim Johnson  
Please see attached PowerPoint for description of proposed program.  
After the presentation the Faculty voted to move ahead with the program planning 12 to 3

**Executive Doctorate in Business Administration .....**Greg Marshall  
Please see attached PowerPoint for description of proposed program.  
After the presentation the Faculty voted to move ahead with the program planning 10 yes, 5 needs more information, and 2 no.

**Other Business .....**Craig McAllaster

- Faculty Librarian: Jim Johnson volunteered for this position
- Faculty President: Nominations were Clay Singleton and Mark Johnson. Mark deferred to Clay and Clay was voted in as our new president for a two year term
- 

**Adjournment.....**Craig McAllaster

# Master of Science in Entrepreneurship

A proposal

[mba.rollins.edu/entrepreneurship](http://mba.rollins.edu/entrepreneurship)



# MS in ENT

- a comprehensive study of the elements and skills required to identify market opportunities, acquire resources, launch and manage growth companies.
- NOT an MBA “lite”.

# MS in ENT

- Minimum Viable Product
  - Proposal utilizes existing faculty and (mostly) existing coursework.
  - Complete, specialized curriculum at low cost and low risk.
  - Allows product to be optimized as we learn what the market desires.
  - Supplements MBA elective offerings.

# Goals & Objectives

- To increase the business acumen of students from a variety of educational and work backgrounds as they prepare for starting, working with or growing existing entrepreneurial companies.
- To increase the number of companies founded by Rollins College graduates.
- To increase the number of Rollins College graduates who hold senior level management positions in entrepreneurial companies

# Meets Need in Central Florida

- Vigorous current efforts to stimulate entrepreneurship in Central Florida by governmental and private forces
- Our promotional efforts for this program will leverage off of these efforts
- Most of the applicants will come from Central Florida



| Course                                          | Title                                    | Credit Hours | Faculty                    | Co/Prerequisite |
|-------------------------------------------------|------------------------------------------|--------------|----------------------------|-----------------|
| ENT 601                                         | Entrepreneurship                         | 3            | Bowers                     | None            |
| ENT 602                                         | Entrepreneurial Finance                  | 3            | Grimm                      | ENT 601         |
| ENT 603                                         | Strategic Corporate Entrepreneurship     | 3            | Herbert                    | ENT 601         |
| ENT 604                                         | Technology Entrepreneurship              | 3            | Kupetz/McAlindon           | ENT 601         |
| ENT 605*                                        | Applied Entrepreneurship                 | 6            | Coats                      | ENT 601         |
| ENT 607                                         | Social Entrepreneurship & Sustainability | 3            | Conway Dato-on/Whittingham | ENT 601         |
| MGT 609**                                       | Management of Innovation                 | 3            | ???                        | ENT 601         |
| MGT 611                                         | Negotiation                              | 3            | Grimm                      | ENT 601         |
| MBA 611***                                      | ESD - Project                            | 3            | Current ENT Faculty        | ENT 601         |
| ENT/MKT 999****                                 | Entrepreneurial Marketing                | 3            | Bowers                     | ENT 601         |
| MKT 601/604/606/607/612/613<br>One of the above | Current Marketing Electives              | 3            | Current Marketing Faculty  | ENT/MKT 999     |

[mba.rollins.edu/entrepreneurship](http://mba.rollins.edu/entrepreneurship)

# Length of Course Work

- 30 semester hours.
- MS in ENT program is not cohort based.
  - Students must take ENT 601 in their first semester, in addition to any other available course in the curriculum. After the first semester, students may take any available course(s) in the curriculum, as the course is scheduled and regardless of which day the course is offered.
- It is possible for the degree to be completed in as little as 4 semesters.

# Compared to the Competition

- The curriculum
  - Content and specificity
- and length of program
  - 30 hours
- are comparable or better
  - UCF (graduate certificate, 9 hours)
  - UF (MS in ENT, 34 hours).

# Admission Requirements

- Those students holding a bachelor of science or a bachelor of arts, or a higher level degree in any field will be eligible for admission.
- No work experience is required to be eligible for admission.
- A GMAT/GRE score suitable for admission to the Rollins MBA should be submitted.
- A GPA minimum suitable for admission to the Rollins MBA should be submitted.
- No preliminary exams are to be required.
- An interview with Admissions office staff is required.

# Assessment

- Evaluation tool currently being used in association with the Rollins College Venture Plan Competition will be used as a pre and post-test for students matriculating in the MS in ENT program.
- Each potential graduate of the MS in ENT program, either individually or as substantial member of the founding team, must formally organize a business venture and present said venture to a panel of qualified investors.
- The Center for Advanced Entrepreneurship (to the extent possible) will track the formation and growth of companies lead by graduates of the MS in ENT program.

# Outcome Targets

- First Term Admission: 10 students.
- Long-term Admission: 20-215 students per year.

# Summary

- MS in ENT
  - Proposal utilizes existing faculty and (mostly) existing coursework.
  - Complete, specialized curriculum at low cost and low risk.
  - Allows product to be optimized as we learn what the market desires.
  - Supplements MBA elective offerings.
  - Allows the possibility of a 3/1+ for Rollins undergraduates.

# **New Program Proposal**

## MSc in Management (MSM)

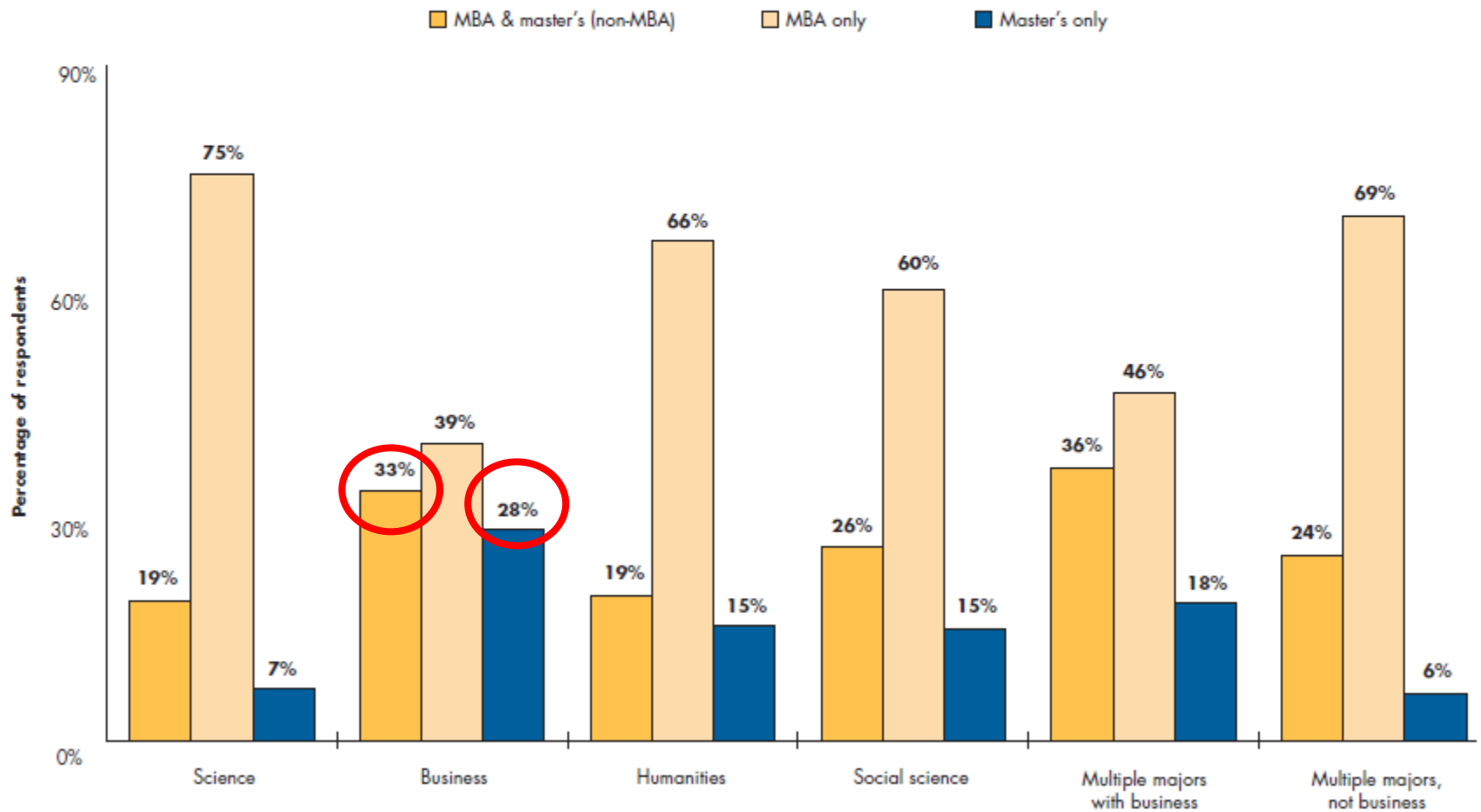
Jim Johnson  
Professor of Int'l Business



# Rationale

- MSM:
  - a focused graduate degree with 2 tracks:
    - General Management
    - International Management
  - designed for recent college graduates with limited work experience
    - graduate entry programs
  - Similar programs (MM/MIM) offered in Europe, Asia, Australia, and Canada; “International” is sometimes, but not always, include in the title
  - becoming more common in USA
- Shorter than traditional MBA
- Cost effective alternative for foreign students who want to earn a US-based graduate degree
- Large pool of potential applicants:
  - 46% of GMAT applicants consider alternatives to MBA:
  - 28% consider both MBA and other master’s programs
  - 18% consider only other master’s programs

**Figure 6.**  
Interest in Business Programs, by Undergraduate Major



Source: <http://www.gmac.com/~media/Files/gmac/Research/prospective-student-data/2012prospectivestudentssr.pdf>

# Trends in Applications (1)

| GMAT Candidates       | TY2007  | TY2008  | TY2009  | TY2010  | TY2011  |
|-----------------------|---------|---------|---------|---------|---------|
| Total                 | 123,980 | 132,944 | 134,380 | 129,594 | 119,741 |
| Orlando-Kissimmee, FL | 1,072   | 1,079   | 1,133   | 972     | 885     |

| FT MBA (< 2 yrs)                    | TY2007 | TY2008 | TY2009 | TY2010 | TY2011 |
|-------------------------------------|--------|--------|--------|--------|--------|
| US Women                            | 4,905  | 5,315  | 5,546  | 5,300  | 4,687  |
| Non-US Women                        | 6,804  | 8,451  | 9,213  | 9,091  | 8,717  |
|                                     |        |        |        |        |        |
| MBA, Part Time, Evenings & Weekends | TY2007 | TY2008 | TY2009 | TY2010 | TY2011 |
| US Women                            | 18,016 | 18,421 | 17,082 | 15,009 | 13,756 |
| Non-US Women                        | 4,959  | 5,184  | 4,905  | 4,283  | 4,029  |


# Trends in Applications (2)

| US Citizens - Women                            |        |        |        |        |        |
|------------------------------------------------|--------|--------|--------|--------|--------|
| Program Type                                   | TY2007 | TY2008 | TY2009 | TY2010 | TY2011 |
| MA/MS/MSc in International Business            | 102    | 115    | 148    | 140    | 127    |
| MA/MS/MSc in Business or Management            | 1,102  | 1,125  | 1,325  | 1,394  | 1,247  |
|                                                |        |        |        |        |        |
| Non-US Citizens - Women                        |        |        |        |        |        |
| Program Type                                   | TY2007 | TY2008 | TY2009 | TY2010 | TY2011 |
| MA/MS/MSc in Business or Management            | 2,888  | 3,658  | 5,433  | 6,624  | 7,712  |
| MA/MS/MSc in International Business            | 318    | 389    | 808    | 917    | 1,050  |
|                                                |        |        |        |        |        |
| <u>Source:</u> Market Trends for Rollins, 2012 |        |        |        |        |        |

Note: MBA.com PROSPECTIVE STUDENTS Survey 2011–2012 indicates that gender breakdown for those considering a MM/MIM is 54% male, 46% female

|   | Program         | School                 | Length                                      | Target              | Tuition                            | Credit for MBA?            |
|---|-----------------|------------------------|---------------------------------------------|---------------------|------------------------------------|----------------------------|
| 1 | MSc Global Mgmt | Thunderbird            | 15-18 mos<br>(45 credits)<br>f/t day only   | Non-Business majors | \$65k                              | Yes                        |
| 2 | MM              | London Business School | 1 year f/t day only                         | Recent graduates    | \$35k                              | No                         |
| 3 | MMS             | Duke U.                | 10 mos.                                     | Recent graduates    | \$46k                              | No                         |
| 4 | MSM             | U. of Florida          | 1 year f/t, with p/t option<br>(32 credits) | Non-Business majors | \$16k FL res.<br>\$39k non-res.    | ?<br>Must apply separately |
| 5 | MAIB            | U. of Florida          | 1 year f/t day only<br>(30 credits)         | UG Business maj/min | \$18.5k FL res.<br>\$36.5 non-res. | ?<br>Must apply separately |
| 6 | MA in MGMT      | Wake Forest            | 10 mos<br>f/t day only                      | Non-Business majors | \$40k                              | Yes                        |

# Factors Affecting Choice of Graduate School

- Reputation of a country's education system ✓
- Attractiveness of the location ✓
- Better preparation for a career ✓
- Improved chances at an international career ? 

For MS/MIM students only:

- Percentage of class receiving job offers ✓

Source: <http://www.gmac.com/market-intelligence-and-research/research-library/admissions-and-application-trends/2012-mbacom-prospective-students-survey-report.aspx>

What would the programs look like.....?

# Overview of the program (1)

## **Purpose:**

To provide recent college graduates with a strong foundation of management, teamwork, and leadership skills to help them succeed in a complex, dynamic, global business environment

## **Length:**

30 credit hours (plus any necessary prereqs for electives):

- 6 semesters (17 months) part-time; March entry with PMBA
- 3 semesters (9 months) full-time; July entry with PMBA



# Overview of the MSM program (2)

## Admission requirements

The MSM program is open to candidates who have already been awarded a Bachelor's degree Business Administration within the previous 5 years.

- The **General Mgmt track**

- all eligible candidates.

- The **Int'l Mgmt track**

- major/minor in IB.

Minimum one year of work experience preferred, but not required.

- ≥ 550 GMAT, or GRE equivalent

- ≥ 3.0 GPA

## In-class versus blended components

Courses will be offered through the revised PMBA program for P/T students, and through a combination of PMBA/EAMBA courses for F/T students. It is anticipated that many of the P/T courses may be offered in a blended format.

# Master of Science in Management

Redesignated as  
MGMT course

Redesignated as  
MGMT course

| General Management Track                       | Credits    | Faculty            |
|------------------------------------------------|------------|--------------------|
| <b>MGT XXX Management Analysis</b>             | <b>3</b>   | <b>TBD</b>         |
| Critical Thinking                              | 1.5        | TBD                |
| Communication                                  | 1.5        | TBD                |
| MGMT 501 Organizational Behavior               | 3          | Prescott/Piccolo   |
| MGMT 502 Intro to Strategy                     | 1.5        | Marshall/Piccolo   |
| MGMT 602 Human Resources Mgmt                  | 3          | Prescott/Caricatto |
| Approved elective                              | 3          | TBD                |
| <b>MGMT XXX Legal, Ethical, Social Issues</b>  | <b>1.5</b> | <b>Johnston</b>    |
| MGMT 610 Leadership                            | 3          | Bach/Bommeljee     |
| MGMT 611 Negotiation                           | 3          | Grimm              |
| INTL 608 Technology Management                 | 3          | Kupetz             |
| Approved Domestic or Global Consulting Project | 3          | TBD                |
| <b>Total Credits:</b>                          | <b>30</b>  |                    |

# Master of Science in Management

| Redesignated as<br>MGMT course | International Management Track                 | Credits | Faculty               | Comment               |
|--------------------------------|------------------------------------------------|---------|-----------------------|-----------------------|
|                                | MGT XXX Management Analysis                    | 3       | TBD                   | Intensive Orientation |
|                                | Critical Thinking                              | 1.5     | TBD                   |                       |
|                                | Communication*                                 | 1.5     | TBD                   | *Int'l focus          |
|                                | MGMT 501 Organizational Behavior               | 3       | Prescott/Piccolo      |                       |
|                                | MGMT 502 Intro to Strategy                     | 1.5     | Marshall/Piccolo      |                       |
|                                | INTL 601 International Management              | 3       | Johnson               |                       |
| Redesignated as<br>MGMT course | MGMT 610 Leadership*                           | 3       | Bach/Bommeljee        | *Int'l focus          |
|                                | MGMT XXX Legal, Ethical, Social Issues         | 1.5     | Johnston              |                       |
|                                | Approved elective                              | 3       | TBD                   |                       |
|                                | INTL 606 Business in Emerging Markets*         | 3       | Johnson/Kupetz/Conway | **Travel Course       |
|                                | INTL 608 Technology Management                 | 3       | Kupetz                |                       |
|                                | Approved Domestic or Global Consulting Project | 3       | TBD                   |                       |
| Total Credits:                 |                                                | 30      |                       |                       |

\*Int'l focus: Student is required to write a paper or do a project on an approved int'l topic

\*\* Travel course: Student must pay for all travel costs

# Cost

- TBD
- The MM/MIM is typically 40%-50% the cost of an MBA program offered at the same school

Examples:

London Business School MM is \$35k,  
versus \$90k for the MBA

Duke U. \$46k for MMS, versus \$101k for  
full-time (2 yr) MBA

|   | Program         | School                 | Length                                      | Target              | Tuition                                    | Credit for MBA?            |
|---|-----------------|------------------------|---------------------------------------------|---------------------|--------------------------------------------|----------------------------|
| 1 | MSc Global Mgmt | Thunderbird            | 15-18 mos<br>(45 credits)<br>f/t day only   | Non-Business majors | <b>\$65k</b>                               | Yes                        |
| 2 | MM              | London Business School | 1 year f/t day only                         | Recent graduates    | <b>\$35k</b>                               | No                         |
| 3 | MMS             | Duke U.                | 10 mos.                                     | Recent graduates    | <b>\$46k</b>                               | No                         |
| 4 | MSM             | U. of Florida          | 1 year f/t, with p/t option<br>(32 credits) | Non-Business majors | <b>\$16k FL res.<br/>\$39k non-res.</b>    | ?<br>Must apply separately |
| 5 | MAIB            | U. of Florida          | 1 year f/t day only<br>(30 credits)         | UG Business maj/min | <b>\$18.5k FL res.<br/>\$36.5 non-res.</b> | ?<br>Must apply separately |
| 6 | MA in MGMT      | Wake Forest            | 10 mos<br>f/t day only                      | Non-Business majors | <b>\$40k</b>                               | Yes                        |

# Cost of Rollins MSM

|  | Program | School  | Length                                  | Target          | Tuition               | Credit for MBA? |
|--|---------|---------|-----------------------------------------|-----------------|-----------------------|-----------------|
|  | MSM     | Rollins | 9 mos F/T<br>17 mos P/T<br>(30 credits) | Business Majors | <b>\$33k - \$36k?</b> | Yes             |

# Estimate of Potential Market

- Target date: March 2013 (P/T); July 2013 (F/T)
- Initial enrolment: 6-12
  - Ongoing enrolment: 12-24 (2 cohorts)
- Target enrolment should be achieved within 2 years
- Target employment markets for graduates
  - » Primarily entry-level in business analysis, consulting, general management
  - » Location of job openings – primarily south-east USA
- Most students (~50%) expected to come from Central FL, with rest from eastern USA (20-30%) and international (20-30%), esp. Asia-Pacific and Europe.

# Advantages

- Attract recent graduates currently employed P/T or F/T in sub-optimal positions
- Attract foreign students seeking a shorter/less costly alternative to MBA
- Compete directly with the full-time on-campus program offered by the U. of Florida without cannibalizing our existing MBA programs
- No additional faculty required
- No new courses required
- All required courses in this program cross-listed and open to eligible PMBA/EAMBA students
- Current required and elective courses would have an increased number of students



# Disadvantages



Questions?  
Comments?



# Revisiting Post-MBA Opportunities



Crummer Faculty Meeting  
September 17, 2012



# EDBA

Executive Doctorate in Business (E-DBA) as an offering recently has carved out a defined positioning and branding. AACSB has accredited several of these and there is a Council of EDBAs that is becoming more aggressive in assuring quality.

# E-DBA versus Ph.D.

|                                 | <b>Executive Doctorate in Business</b>                                                                                                                                                                                                                                     | <b>Ph.D. in Business</b>                                                                                                                                                                                                                                                |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>Candidate profile</i></b> | <p><b>Senior executives who:</b></p> <ul style="list-style-type: none"><li><b>Hold a relevant post-baccalaureate degree</b></li><li><b>Work full-time</b></li><li><b>Will use the knowledge acquired to address problems and issues in contemporary business</b></li></ul> | <p><b>Students with limited work experience who:</b></p> <ul style="list-style-type: none"><li><b>May hold an MBA or M.S. degree</b></li><li><b>Typically enroll as full-time students</b></li><li><b>Seek to position themselves for careers in academia</b></li></ul> |
| <b><i>Structure</i></b>         | <p><b>Three-year program based on multiple residencies per semester</b></p>                                                                                                                                                                                                | <p><b>Four- to five-year program based on full-time participation</b></p>                                                                                                                                                                                               |
| <b><i>Curriculum</i></b>        | <ul style="list-style-type: none"><li><b>Interdisciplinary, focusing on business and social issues, globalization, and leadership</b></li><li><b>Apply quantitative and qualitative research methods to contemporary business problems</b></li></ul>                       | <ul style="list-style-type: none"><li><b>Specialized studies, generally within a single, specific discipline</b></li><li><b>Heavy emphasis on research methodology and its application to develop new theories</b></li></ul>                                            |



# Common Elements of EDBAs Reviewed

- Cohort groups tend to be about 20 in-house at a time
- The focus is on accomplished managers with master's level training already under their belt, who want to “take their professional development to the next level”
- Some desire to do some teaching
- Covered largely by in-house faculty members
- Includes smart use of blended learning approaches
- Strong regional pull



# Potential Positioning Advantages

- No EDBA in Florida at present
- Research is managerial and applied – forge connections with the business community – plays to Crummer’s strengths
- The 2 summer projects result in publications for Crummer faculty
- The proposed model at the recommended scale appears manageable with Crummer faculty, without outsourcing
- Enhances enrollment in existing advanced electives
- Takes advantage of our blended learning capabilities
- New revenue stream that does not cannibalize MBA
- Good market of Crummer alums and especially current and recent KEMBAAs, EMBAs, CMBAs, and SMBAs
- Would appear to be brand-enhancing for Crummer



# Key Issues

- Commitment of sufficient number of Crummer faculty needed to deploy
- Asset deployment decision here versus other “options”
- Sustainability over time (always an issue these days in graduate business education)
- Potential for market entry by a better-known brand (note that a few purely distance versions of this concept are beginning to emerge)



# Proposed Crummer EDBA Model

## 3 year program

- 5 core content seminars @ 3 hours each = 15 hours
- 2 methods seminars @ 3 hours each = 6 hours
- 2 summer publishing projects @ 6 hours each = 12 hours
  - These are “summer papers” – one-on-one with a faculty member to gain a publication and/or presentation. Aimed at sparking the eventual dissertation focus.
- 3 advanced concentration electives @ 3 hours each = 9 hours
  - These are our current electives/advanced courses that would be shared with MBAs
- Dissertation – 12 hours

**TOTAL HOURS = 54 hours**

**Rollins College - Crummer Graduate School of Business**  
**Executive Doctorate in Business Administration**  
**Tentative Course Schedule**

| Term        | EDBA Class 1 | EDBA Class 2 | EDBA Class 3 | EDBA Class 4 | EDBA Class 5 | EDBA Class 6 |
|-------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Fall 2013   | CORE 1       |              |              |              |              |              |
|             | RM 1         |              |              |              |              |              |
| Spring 2014 | CORE 2       |              |              |              |              |              |
|             | RM 2         |              |              |              |              |              |
| Summer 2014 | PROJECT 1    |              |              |              |              |              |
|             |              |              |              |              |              |              |
| Fall 2014   | CORE 3       | CORE 3       |              |              |              |              |
|             | ADV CONC 1   | RM 1         |              |              |              |              |
| Spring 2015 | CORE 4       | CORE 4       |              |              |              |              |
|             | ADV CONC 2   | RM 2         |              |              |              |              |
| Summer 2015 | PROJECT 2    | PROJECT 1    |              |              |              |              |
|             |              |              |              |              |              |              |
| Fall 2015   | CORE 5       | CORE 1       | CORE 1       |              |              |              |
|             | ADV CONC 3   | ADV CONC 1   | RM 1         |              |              |              |
| Spring 2016 | DISSERTATION | CORE 2       | CORE 2       |              |              |              |
|             |              | ADV CONC 2   | RM 2         |              |              |              |
| Summer 2016 | DISSERTATION | PROJECT 2    | PROJECT 1    |              |              |              |
|             |              |              |              |              |              |              |
| Fall 2016   |              | CORE 5       | CORE 3       | CORE 3       |              |              |
|             |              | ADV CONC 3   | ADV CONC 1   | RM 1         |              |              |
| Spring 2017 |              | DISSERTATION | CORE 4       | CORE 4       |              |              |
|             |              |              | ADV CONC 2   | RM 2         |              |              |
| Summer 2017 |              | DISSERTATION | PROJECT 2    | PROJECT 1    |              |              |
|             |              |              |              |              |              |              |
| Fall 2017   |              |              | CORE 5       | CORE 1       | CORE 1       |              |
|             |              |              | ADV CONC 3   | ADV CONC 1   | RM 1         |              |
| Spring 2018 |              |              | DISSERTATION | CORE 2       | CORE 2       |              |
|             |              |              |              | ADV CONC 2   | RM 2         |              |
| Summer 2018 |              |              | DISSERTATION | PROJECT 2    | PROJECT 1    |              |
|             |              |              |              |              |              |              |
| Fall 2018   |              |              |              | CORE 5       | CORE 3       | CORE 3       |

|             |  |  |  |              |              |              |
|-------------|--|--|--|--------------|--------------|--------------|
|             |  |  |  | ADV CONC 3   | ADV CONC 1   | RM 1         |
| Spring 2019 |  |  |  | DISSERTATION | CORE 4       | CORE 4       |
|             |  |  |  |              | ADV CONC 2   | RM 2         |
| Summer 2019 |  |  |  | DISSERTATION | PROJECT 2    | PROJECT 1    |
|             |  |  |  |              |              |              |
| Fall 2019   |  |  |  |              | CORE 5       | CORE 1       |
|             |  |  |  |              | ADV CONC 3   | ADV CONC 1   |
| Spring 2020 |  |  |  |              | DISSERTATION | CORE 2       |
|             |  |  |  |              |              | ADV CONC 2   |
| Summer 2020 |  |  |  |              | DISSERTATION | PROJECT 2    |
|             |  |  |  |              |              |              |
| Fall 2020   |  |  |  |              |              | CORE 5       |
|             |  |  |  |              |              | ADV CONC 3   |
| Spring 2021 |  |  |  |              |              | DISSERTATION |
|             |  |  |  |              |              |              |
| Summer 2021 |  |  |  |              |              | DISSERTATION |
|             |  |  |  |              |              |              |

|            |        |                                                   |
|------------|--------|---------------------------------------------------|
| CORE 1     | CORE 1 | Denotes classes shared between two EDBA cohorts   |
| CORE 3     | CORE 3 | Denotes classes shared between two EDBA classes   |
| ADV CONC 1 |        | Advanced elective courses taken with MBA students |

**Rollins College ~ Crummer Graduate School of Business**  
**Executive Doctorate in Business Administration**  
**Draft of Tentative Course Outline**

| <b>TERM #</b> | <b>TERM</b> | <b>CORE COURSES</b> | <b>METHOD COURSES</b> | <b>OTHER COURSES</b> | <b>CREDIT HRS</b> |
|---------------|-------------|---------------------|-----------------------|----------------------|-------------------|
| 1             | FA 13       | CORE 1              | RM 1*                 |                      | 6                 |
| 2             | SP 14       | CORE 2              | RM 2*                 |                      | 6                 |
| 3             | SU 14       |                     |                       | PROJECT 1**          | 6                 |
| 4             | FA 14       | CORE 3              |                       | ADV CONC 1***        | 6                 |
| 5             | SP 15       | CORE 4              |                       | ADV CONC 2***        | 6                 |
| 6             | SU 15       |                     |                       | PROJECT 2**          | 6                 |
| 7             | FA 15       | CORE 5              |                       | ADV CONC 3***        | 6                 |
| 8             | SP 16       | DISSERTATION        |                       |                      | 6                 |
| 9             | SU 16       | DISSERTATION        |                       |                      | 6                 |
|               |             |                     |                       |                      | 54                |

\* Research Methods

\*\* Cross-Disciplinary Research Project

\*\*\* Advance Concentration